

# ICI MAGAZINE

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Alfred Baldwin



Peter Casey



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K. A. Lunn



W. R. Tepper

## CONTRIBUTORS

**Alfred Baldwin**, whose amusing account of a recent spell in hospital appears on page 207, retired from Dyestuffs Division in 1960. Most of his 38 years' service was spent on the research side, apart from a spell as Division Publicity Manager from 1943 to 1948. At the time of his retirement he was associate research manager of the Division in charge of researches in the field of colour photography.

**Peter Casey**, commercial director of ICI (Ireland), has been with ICI since 1946, when he joined Dyestuffs Division. After initial laboratory training he was sent out to Brazil, where he spent five years with Duperial. In 1954 he was appointed dyestuffs sales manager in Dublin and was concerned also with the first sales and development of 'Terylene' on the Irish market. He was promoted to assistant manager of the Dublin office in 1958, and on the formation of ICI (Ireland) 12 months ago was made commercial director. His outside interests include cine-photography and gardening.

**W. O. Cumming** retired from ICI in 1960 after nearly 33 years' service, latterly as works relations officer at Wilton. Has travelled extensively on the continent and, on retirement, round the world. On his return in 1961 he became development and publicity officer of the Tees-side Industrial Development Board. Still finds time for an interest in education as governor of a secondary school and for golf both as a player and as an administrator.

**K. A. Lunn** has been with ICI since 1930 and has been a member of Dyestuffs Division Publicity Department since 1945, having previously worked in the Research Department at Huddersfield Works. He is an excellent linguist and also enjoys reading, gardening and occasional writing, including scripts for BBC schools broadcasts.

**Otto Reiss** retired as plant manager at Pilkington-Sullivan Works, Widnes, in 1960. After graduating at Brno and Prague Universities in chemical engineering Dr. Reiss was works manager of a sugar factory and refinery. He escaped when the Germans invaded Czechoslovakia in 1939 and came to England with the Czech Army, joining ICI in 1941. Two years ago he patented a rubber budding bandage for rose bushes and formed his own company to market it, and he now exports to many overseas countries, including the USA.

**W. R. Tepper** has been with ICI since 1925, having joined as a chemist from Manchester University, and is head of the editorial section of the Dyestuffs Division Publicity Department. Before joining Publicity Department in 1943 he spent many years as a Dyehouse Department technician on textile finishing agents, work which entailed a good deal of travel abroad, including secondment for four years to the ICI agency in France. His hobbies are linguistics, reading (chiefly French), and classical music.

**Front cover:** Winter at Bank Top Farm, Wilton. (Photograph by Maurice Downing, Wilton Photographic Section)

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# The future of Tees-side

by W.O. Cumming



Tees-side has experienced two spectacular periods of growth in its short industrial history and is now poised for a third era of expansion.

The estuary of the River Tees, which lies between the North Riding of Yorkshire and the County of Durham, is one of the leading industrial centres in Britain. This area is a striking example of the changes brought about by the industrial revolution. Tees-side emerged within the short space of fifty years from the obscurity of a small agricultural community in 1820 into a large coal exporting centre with a massive concentration of iron and steel. In the course of this expansion two large new towns, Middlesbrough and West Hartlepool, were created.

The reasons for this rapid development were the nearness of Tees-side to supplies

of coal and iron ore, and the pioneering part played in the development of railways and the improvements made in port facilities for exports and imports.

Subsequently, the discovery of a large seam of iron ore in the Cleveland Hills near Middlesbrough in 1850 added impetus to the pace of development. Transport facilities and the growing towns attracted other industries such as ship-building and heavy engineering, followed by the development of chemicals based on the discovery of salt deposits. The latter industry, however, did not assume any great significance until the 1920s, when the Billingham Works of ICI were established to make nitrogenous fertilizers.

A severe depression after the First World War affected all the heavy indus-



tries and led to a series of amalgamations which resulted in the formation of large concerns which are a prominent feature of Tees-side industry.

The next important expansion period took place during the fifteen years after the Second World War. Hundreds of millions of pounds were expended on





# Ireland of the welcomes

by Peter Casey

There is a new significance about that old Gaelic greeting "Cead Mile Failte" in Ireland today. You will hear it first from a charming Aer Lingus hostess at the start of a flight, and it means "A hundred thousand welcomes." Aer Lingus, Irish International Airlines, have had a lot to do with putting this delightful greeting back into common use—and they've made a profit as well. "Ireland of the welcomes" is the slogan used by Bord Failte (Irish Tourist Board) and many readers must already be aware of the pleasure of a holiday visit to Ireland, or soon will be, as the Tourist Board plans to have doubled by 1970 the number of visitors it had in 1960. But the welcomes you receive in Ireland are far more than just an unusual greeting at the start of your flight. Ireland has become the country of welcomes because you find one of those hundred thousand wherever you go, be it on pleasure or business. ICI has been in Ireland for many years, but our welcome was more than renewed twelve months ago when ICI announced the formation of its new subsidiary, ICI (Ireland) Ltd. Incidentally, we are promoting a slogan of our own these days—it states our aim of "serving Irish industry and agriculture"

—so let us look at this land of the welcomes from the point of view of ICI (Ireland) Ltd.

ICI (Ireland) Ltd. has been formed to expand ICI's interests in the Republic of Ireland—and here I would explain that Northern Ireland is part of the Company's UK organisation, whereas our new Company is responsible to European Council. We are therefore in an overseas market with a completely different set of trading conditions from those in the UK, even though geographical location makes the UK Ireland's best customer.

How can a country of under three million inhabitants have produced something of a new type of revolution in the last few years, and why should the significant words—"in order to link itself more closely with the future economy of the Republic of Ireland"—have been used by ICI when ICI (Ireland) Ltd. was formed? How can such a small number of people hope to survive the possible onslaught of European free trade, and why do we in ICI (Ireland) Ltd. regard the future with such confidence?

Obviously there is no short answer—there never is when one is considering the resurgence of a nation—but to my mind one of the most important factors concerns a change in the people themselves. Modern Ireland is looking forward, no longer inward and backward. Ireland has had a turbulent history, and a contrast of today's population of three millions with the eight millions of 120 years ago (when it was one of the most densely populated countries in Europe) shows, among many other things, that the industrial revolution did not reach Ireland. Emigration is still a problem in a country whose unemployment rate is currently between 4% and 7% seasonally, but the annual exodus of a few years ago of 50,000 people is down to 20,000, and Irish men and women are returning home because they now have better prospects of the right type of employment in industry, both immediately and for the future.

Ireland today is determined to exploit the two resources it has in abundance—the potential productivity of its agriculture and the natural ingenuity of its people. The overall plan of the Irish for economic survival lies in three distinct but inter-related sectors. These are long-term budgeting, voluntary co-ordination of effort, and attraction of more visitors—businessmen as well as tourists.

Although recent developments are closer to mind, one must not overlook that the beginnings of Ireland's industrialisation go back to well before the last war. Individual expansion of the large number of industries established then is making a vital contribution to the improvements we now see, and in fact these firms form the hard core on which Ireland's current push forward is based. Nevertheless it must be admitted that overall progress in the immediate post-war years was slow, and in 1958 the First Programme for Economic Expansion 1959–63 only proposed a 2% per annum rise in national output. However, by concentrating on productive rather than social investment, progress has been twice as fast. A second programme is now getting under way with the object of obtaining a 50% increase in the gross national product in the period 1960–70, equivalent to a 4½% growth per annum from 1964 to 1970. Separate targets have been set for agriculture, industry and the expansion of exports.

There are many companies in Ireland with UK or foreign-based associates, but one must record how many processes and industries particularly suited to their economy have been developed by the Irish themselves. No country today could hope to make the progress now planned without the full-scale development of power, and over the years there have been remarkable achievements in the use of natural resources to generate electric power requirements. Lacking coal, Ireland has turned to hydro-electric power and the burning of peat, supplemented by



O'Connell Street, Dublin

(Irish Tourist Board)

more conventional but imported coal and crude oil. The winning of peat entailed the development of ingenious large-scale machinery capable of operating on bog-land, and even the Russians, who know a lot about this, came to Ireland and were impressed by what they saw. Another interesting achievement is the production of all domestic sugar requirements from home-grown beet, with a surplus for export. The commercial development of the Accelerated Freeze Dry (AFD) process for food has been pioneered in Ireland. Commenting on the launching of AFD meals in London, *The Times* said: "It was left to the Irish, a people commonly regarded in England as amusing but unpractical, to break into the field and get a lead of several years over the rest of Europe." The development of Ireland as a trading nation is epitomised in the success story of Aer Lingus, which has expanded out of all recognition and today has the distinction of carrying more passengers per flight than any other operator of transatlantic jets.

An interesting example of new thinking in Ireland has been the promotion of Shannon Airport as a Customs free zone. Foreign-based firms have established factories in this area to manufacture products which in the first place would lend themselves to export by air freight. Since 1959 some twenty factories have been sponsored by American, British, Dutch, Japanese, German and South African principals, and all indications are that employment, at present 2500, will grow at the rate of 500 per annum. Housing, schools, shops and community facilities have been provided, and it is generally accepted that this imaginative project has put Ireland on the jet age map just as much as its Boeing fleet.

The Republic of Ireland has an application in to join the EEC—the Common Market "Six"—and this could be construed as a very bold gesture for a country whose industry hitherto sheltered behind high tariff barriers. However, all the various interests have been brought together, and progress is such

that there are now Adaptation Councils for all the important industries. Substantial Government grants are available to individual firms who can make out a case for helping themselves and the country to survive under free trade conditions. All this started with the creation of a Committee on Industrial Organisation, whose members were drawn from the Federation of Irish industries, the Congress of Trade Unions, the Federated Union of Employers and the Public Service. Its terms of reference were to make "a critical appraisal of the measures that may have to be taken to adapt Irish industry to conditions of more extensive competition. . . ." Teams surveyed important industries and findings were publicly reported. From these reports came the concept of forming Adaptation Councils, each with membership drawn largely from within a particular industry, to discuss recommendations already made, but more particularly to consult together as a body as to the best way of ensuring the viability of that industry by 1970.

**AUTUMN FIFTH AVENUE**  
**ANOTHER IRISH EXPORT**

Far from the hills of Donegal, New York beauties buy a Donegal beauty treatment: handwoven tweeds from I.C.I., styled by the world's big names of fashion in colours created by I.C.I.

I.C.I.'s skill in colour chemistry lends powerful support to Ireland's money-spinning textile industry. For Donegal tweeds, "Cardinal" and "Saisochrome" dyes provide a vast range of shades. Galway's break-selling cotton prints owe their fast, brilliant colours to "Phoscon" fibre-reactive dyes—first in the world to combine chemically with the fibres of the fabric. And now "Phoscon" fibre-reactive dyes—first discovered by I.C.I.'s colour chemists—are bringing new standards of fastness to wool dyeing. New dyes and textile chemicals come from I.C.I.'s laboratories in a steady stream. Accompanied by first-class technical advice, they are sold throughout the Republic of Ireland by I.C.I. (Ireland) Limited.

**SERVING IRISH INDUSTRY AND AGRICULTURE**  
I.C.I. (Ireland) Limited - 3 South Frederick Street - Dublin 2







Irish Metal Industries Ltd. factory at Galway

It is realised that some names must disappear, others must merge or rationalise production, and some must obtain international association in order to survive. A foretaste of things to come is provided by the present programme of a 10% reduction each year towards the process of dismantling tariffs. For those firms who can already export by virtue of their designs, marketing techniques or go-ahead thinking, there are no great problems to face. However, those companies established solely to supply the Irish market, with its small numbers and only recent rise in living standard, often have real problems. They may be making articles which on scale alone can be manufactured more cheaply in the United Kingdom or on the Continent. A very general answer for such people may lie in their ability to specialise in the short runs which have for so long been a feature of the domestic Irish market. There is always room for the specialist who will make to clients' individual requirements, and in this day of bigger and better units we should not overlook the importance of these people.

Attracting people to Ireland for pleasure or work is part of everyday life. Hotels are being built or renovated all over the country. Standards naturally vary a lot, and it is even said that some Dublin restaurants are more expensive than their

equivalents in London. Festivals and conventions are being promoted and help exploit hotel capacity, and many more people are finding reasons to visit Ireland other than for the International games at Lansdowne Road. If you are a motorist, you can rediscover that joy so rare these days of actually motoring on roads which while not exactly devoid of other vehicles have room on them to travel at the speed you would like, rather than that dictated by the rest of the traffic.

Ireland has received widespread publicity for its policy of encouraging new industry to set up in the country. Details of grants and tax remissions are now well known, but there is a problem between attracting people to come and at the same time making sure that they are the right people. Mistakes have been made, but the Industrial Development Authority can now point with pride to the arrival of internationally known companies with new plants—producing mainly for export. What are the factors which have attracted these firms to Ireland? A company faced with the question of where to site a new plant must consider many problems, such as the tariff barriers to be faced into export markets, the suitability of buildings and ancillary services, the availability of labour and how well it can be trained, transport facilities and supplies of raw materials at economic prices. That

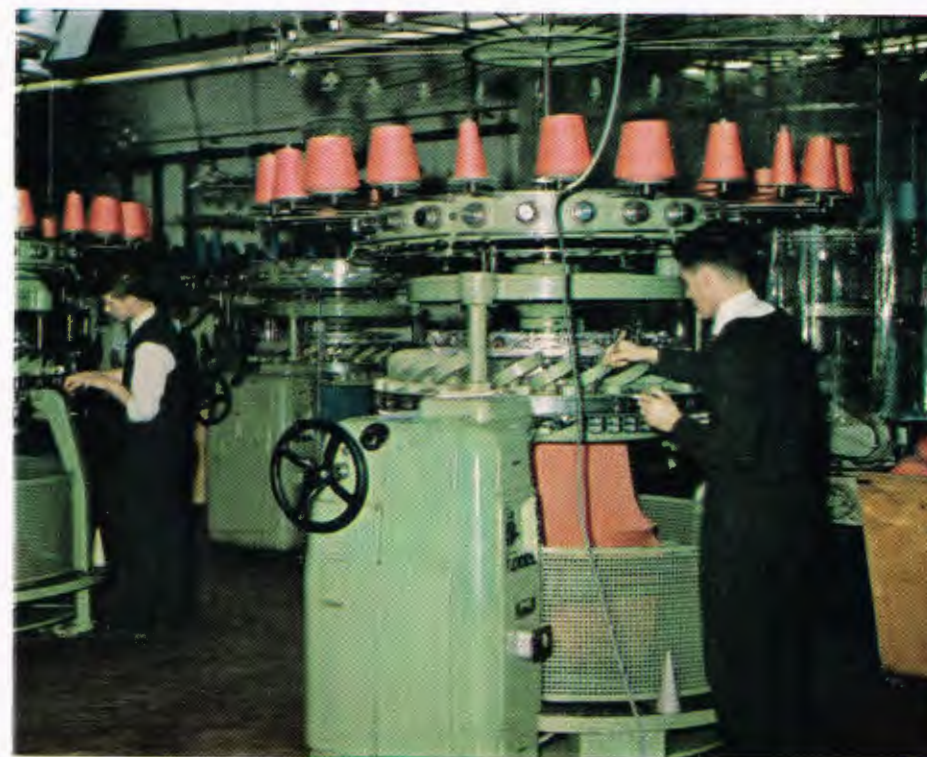
Ireland has been providing the right answers is shown by developments during the last seven years, in which 170 new enterprises have started and provided jobs for 26,000 people, many if not all of whom would have emigrated to the United Kingdom and more distant parts. To round off this story, diverse though these new enterprises are, they will all agree on one rather important fact—they have been made welcome. Naturally there are formalities—there must be in any operation where large sums of public money are involved—but it was interesting to see an American firm recently established in Tralee taking newspaper advertising space to declare how impressed they were with the efficiency, sympathy and general all-round help which had been given to them when starting their new enterprise.

Where does ICI (Ireland) Ltd. fit into this picture? Our organisation is over 100 strong; we have six Sales Departments, Accounts and Commercial Services and are generally self-contained. We run warehouses looking after the stocking requirements of most ICI Divisions. An example of the strength which comes from the aggregation of the Company's interests is "Operation Dublin." This is a weekly charter service for ICI products from Runcorn to a small inner dock in Dublin where our warehouse is located. The service was conceived and carried out with full co-operation from Liverpool Shipping Office and the Divisions, and it has had the effect not only of saving money for the Company on freight and documentation but also of improving ordering procedures and, most important, speeding delivery of materials to our customers. Plans for further improvements in the "distribution cycle" are already far advanced, but in the meantime our sales are progressing with the economy of the country. This year shows us 30% ahead of last, and having doubled turnover in the last six years, we have sizeable targets three years ahead of us, even though competition is intense with most products free of import duty.

In common with so many countries at present—the recent ICIANZ article in this magazine giving a good example—it is the policy of ICI (Ireland) Ltd. to consider schemes in which the vast resources of ICI can be used to augment the progress of the Irish economy. Although formed just a year ago, we were able to announce in April a link with one



Forty foot wide polythene sheeting being used by the Irish Turf Board to protect peat stocks from wind and rain



Knitting machines in Messrs. Lana-Knit's factory at Shannon

of the oldest firms in the fertilizer industry—the Irish firm of W. & H. M. Goulding Ltd. ICI already had a joint interest with Gouldings in Northern Ireland, and in April it was announced that the Goulding Group would put up a large new plant in Dublin for concentrated fertilizers and that ICI (Ireland) Ltd. would invest £1 million in the parent

company. Also announced was the foundation of a joint selling company—Goulding Chemicals and Fertilisers Ltd. The job of this company, to which ICI personnel are being seconded, will be to promote the sales of Goulding's many fertilizer products alongside Plant Protection's range of agricultural chemicals. In a country still so greatly—and rightly—

dependent upon agriculture (22% of national income and one-third of the labour force) there will be many opportunities for forward-looking organisations such as W. & H. M. Goulding Ltd. and ICI (Ireland) Ltd. to develop products and techniques especially tailored to Irish requirements.

ICI and Gouldings have been associated since 1934 in the Galway-based enterprise of Irish Metal Industries Ltd. Employing over 100 people, today this company is a manufacturer of copper tubes for domestic water supplies [and of sporting cartridges. Recent activities include the formulation of agricultural chemicals and veterinary medicines. ICI Paints Division has been associated since 1954 with Harringtons and Goodlass Wall Ltd. of Cork in Irish Industrial Finishes Ltd. In April came the news that 'Dulux' would be made in Ireland and that Paints Division were acquiring a holding in Harringtons and Goodlass Wall Ltd.

One cannot in this article delve into all the many industries which we serve, but we can state that by being on the spot and fully identified with the country's economic aspirations ICI (Ireland) Ltd. will be able to ensure that customers will get the best of products and service, whether manufacture comes from ICI's UK or Irish plants. Further, the development of new and exciting marketing techniques will have a significant place in our plans.

Setting up a plant in Ireland can be an attractive proposition, but in a company of the size of ICI we normally think in terms of plants capable of servicing the requirements of many more than the three million people in the Republic. We believe firmly that the strength of our established position in Ireland as the focal point of ICI's activities both in the eyes of government and of customers will enable us to bring forward over the years many opportunities particularly suited to the requirements of this country and the specialised knowledge of ICI.

We look to the future with a confidence born not only of the welcomes there are in this country but also of the successful endeavour we see all around us. We intend to play our full part as a successful enterprise in the growing Irish economy, and we expect that from time to time you will be able to read in the *Magazine* of new developments which will continue to show that ICI (Ireland) Ltd. is indeed "serving Irish industry and agriculture."



# PEOPLE & EVENTS

## Bravery Awards

A processman at Dumfries Factory, **Mr. George Stewart**, has gained the ICI Bravery Award. The presentation was made at Central Council last month by the Chairman, **Mr. S. P. Chambers**. There have been only 34 such awards in the history of the Company, 18 of them during the war years.

The action for which Mr. Stewart received his award followed the ignition of a nitrocellulose steaming barrel on 22nd June as it was being unloaded by **Mr. Geoffrey Wallace**. Mr. Stewart and a fellow employee, **Mr. Daniel Maitland**, who were working some 30 yards away in the same building, heard a "puff" and saw a flash followed by shouts from Mr. Wallace. They ran immediately to the barrel and found Mr. Wallace with his clothes alight and flames reaching the roof. Ignoring any risk to himself, Mr. Stewart pulled Mr. Wallace from the barrel and extinguished the flames on his clothes with water, while Mr. Maitland went for help. Then Mr. Stewart (a trained first-aider), assisted by Mr. Maitland and another colleague, **Mr. John Murdoch**, bandaged the injured man, with the nitrocellulose barrels burning round them.

All three men, as well as **Mr. George Carson**, who helped to extinguish the fires, displayed a high degree of courage, since they were well aware of the dangerous nature of burning nitrocellulose and they could have been quickly engulfed themselves. This was particularly so in the case of Mr. Stewart, as there is little doubt that without his immediate action Mr. Wallace would have lost his life. All the men concerned have received a letter of commendation from the Chairman.

It was also announced at Central Council by the Chairman that a further award is to go, posthumously, to the late **Mr. Albert Mayson**, an assistant foreman at Plastics Division's Hillhouse



Mr. S. P. Chambers, ICI Chairman, pins the ICI Bravery Award medal on Mr. George Stewart of Dumfries Factory, watched by Dr. J. Holm, Nobel Division Chairman

Works, who lost his life on 31st October while attempting to rescue a fellow employee overcome by fumes in a gas holder pit.

## Election candidates

Five ICI employees stood as candidates in the recent general election and one was successful. He was **Mr. W. E. Garrett**, a fitter at the Prudhoe Works of Agricultural Division since 1943. He won the Wallsend constituency for Labour with a majority of 13,745 over his Conservative opponent.

A member of the Labour Party since he was 19, Mr. Garrett has previously fought election campaigns in Hexham and Doncaster and has been prominent in local government for many years. He



Mr. W. E. Garrett, the new MP for Wallsend, and his wife admire the watch he received for 20 years' service at the recent Prudhoe Factory long service dinner

recently completed 20 years' service with the Company and received his 20-year award at the Prudhoe Factory's long service dinner on 23rd October.

Of the remaining four candidates, **Mr. T. N. Armstrong** of ICI (Hyde) contested the Wythenshawe constituency of Manchester on behalf of the Liberals, while **Dr. P. C. Price**, a systems engineer with Heavy Organic Chemicals Division, **Mr. David Stanley**, a staff officer at Mond Division, and **Mr. C. F. Thring**, secretary of Agricultural Division, fought Houghton-le-Spring, Newton-le-Willows and Sedgefield respectively for the Conservatives.

Three former ICI men successfully defended their seats. They were Dr. Jeremy Bray, who won Middlesbrough West for Labour in a by-election in 1962, Mr. David Price, Conservative MP for Eastleigh since 1955, and Mr. W. Small, Labour MP for the Scotstoun constituency of Glasgow since 1959.

## Business School appointment

The first ten appointments to the council of the Manchester Business School were announced recently by Manchester University and included that of **Mr. E. J. Callard**, a director of ICI. Sir Cyril Harrison, chairman and managing director of the English Sewing Cotton Company (one of the textile companies with which ICI is associated), Lord Robens, chairman of the National Coal Board, and Mr. George Woodcock, general secretary of the TUC, were also among those appointed.

An appeal to British industry and commerce for £3 million to found business schools in London and Manchester has already brought in over £4½ million.

## Computer order

The announcement in October that ICI was to buy six Argus computers worth £½ million from Ferranti for process control marked the outstanding success of a small team of Mond Division instrument engineers who have made the ammonia-soda plant at Fleetwood the first chemical plant in the world to be directly controlled by a computer.

Speaking at the press conference held to announce the order, **Mr. A. J. Young**, head of ICI's Central Instrument Laboratory, said, "Although the decision to install these six computers is important, its true significance can only be grasped if it is understood as being one more step in a continuous development leading to the design

of systems which will have a quite revolutionary effect on the chemical industry and all other industries."

Of the six new computers ordered, the first is to be mounted on an 18 ft. trailer so that it can be readily moved from plant to plant as an experimental and research tool for control system studies. Initially it will be used by Heavy Organic Chemicals Division at Wilton. The second will be a permanent installation, also for HOC Division, at Wilton. The third will be installed by Mond Division at the new paraquat plant at Widnes, and the fourth will be installed at the new cement plant at Buxton. The two remaining computers have not yet been allotted to any specific task.

## Largest in Europe

Mr. George Woodcock, general secretary of the TUC, officially opened the modernised £5 million copper and brass strip mill of IMI (Kynoch) at Witton on 20th October. The Mill, which has been entirely modernised since 1962, is now the largest and best-equipped copper and brass strip mill in Europe and can offer strip in sizes and of a quality available from no other European manufacturer.

The mill, employing over 500 people and occupying an area of 260,000 sq. ft., produces enough strip in a year to go twice round the Equator. Among major items of equipment is a 26 in. Sendzimir rolling mill, the first to be installed in Britain exclusively for rolling copper alloys, which operates at speeds of up to 1000 ft. a minute.

Speaking at the opening ceremony, **Mr. G. A. D. Smith**, managing director of IMI (Kynoch), said: "We want to make it abundantly clear that copper and brass are not relics of a past industrial era, but as much metals of the modern age as titanium and its more exotic contemporaries. With the equipment now available in our new mill we can produce copper and brass strip specifically geared to the manufacturing needs of the '60s—and indeed of the '70s."

## New plants in the Argentine

A new 15,000-ton polythene plant and new plant to manufacture vat dyestuffs constructed by Duperial (Argentina), a subsidiary company of ICI, were inaugurated on 29th October at San Lorenzo, 200 miles north-west of Buenos Aires. The ceremony was attended by **Mr. S. P. Chambers**, ICI Chairman, who was on a 12-day tour of some of the Company's principal interests in South America.



Mr. George Woodcock, general secretary of the TUC, starts the Sendzimir Mill at the official opening of IMI's modernised strip mill. With him are the Lord Mayor of Birmingham, Alderman Frank Price, and Mr. G. A. D. Smith, managing director of IMI (Kynoch)

Below: The sight of two girls puffing contentedly on pipes after their lunch in the restaurant at Plastics Division Headquarters is no longer the eyebrow-raiser it was a few months ago. Miss Susan Chatwood and Miss Mary Golland, who recently began secretarial training with the Division, prefer pipe smoking to cigarettes, and each buys an ounce of tobacco a week



The cost of the polythene unit, together with related cracking and purification plants, is about £6½ million. The San Lorenzo complex, which is the largest chemical works in the country, was opened two years ago and a number of major plants are already producing basic chemicals. The new vat dyestuffs plant has been built at a cost of





Mr. S. P. Chambers, ICI Chairman, and the Governor of the Province of Santa Fé, Dr. Aldo E. Tessio, jointly cut the tape at the inauguration of Duperial's polythene and vat dyestuffs plants at San Lorenzo, Argentina on 29th October. Mr. A. Edbrooke, president of Duperial, is on the Governor's right

over £½ million and has an annual capacity of 1000 tons. It is the only plant in South America producing a full range of dyestuffs of this type. Total investment at San Lorenzo is now in excess of £10 million.

#### ICI's first woman mayor

On page 210 we publish an interview with Mrs. Winifred Watson, Mayor of Slough. Mrs. Watson has the distinction of being the first woman employee in ICI to hold such an office, but she is not the only ICI mayor this year. She shares this dignity with Mr. G. R. Thompson, a diesel engine driver at Billingham, who is Mayor of Middlesbrough, and with Mr. J. Clements, a processman in the Blackpowder Department at Ardeer Factory, who is Provost of Stevenston—a provost being the Scottish equivalent of a mayor.

Then Mr. W. I. Wheeler of Plastics Division's Hillhouse Works is Deputy Mayor of Fleetwood, Mr. R. T. Stainsby, a

painter at Cassel Works, Billingham, is Deputy Mayor of Stockton (and will be mayor next year if events follow their normal course), Mr. T. Merrick of Dyestuffs Division is Deputy Mayor of Heywood near Manchester, and Mrs. A. Haslam, employed at Plastics Division's Darwen Factory, is Mayoress of Darwen.

Five more ICI men are chairmen of their local district councils. They are Mr. J. Ginty (Wilton Works), Mr. S. Hardy (Dyestuffs Division), Mr. W. Merryweather (Wilton Works), Mr. C. F. Stebbings (Plastics Division), and Dr. J. K. Walley (Pharmaceuticals Division).

#### Orb Mill in production

ICI's factory at Oldham for the manufacture of wallpapers—converted from a disused cotton mill at a cost of £2 million—is now in production with a capacity of 12 million pieces per year.

Completion of the factory means that ICI is now firmly established in the wallpaper industry. The Company has introduced its first full collection of wallpapers to the trade, and will market these nationally under the name of 'Fortune' papers from the beginning of 1965.

Orb Mill is operated by the

Withins Paper Staining Company, a wholly owned subsidiary of ICI, which also controls works at Radcliffe, Rochdale and a workshop at Kirkcaldy.

#### Victorian fairings

Mr. W. S. Bristowe, who retired two years ago as head of the then Central Staff Department, will be remembered by readers as an expert of international repute on spiders—among other things—and the author of several books on these insects. Since his retirement he has not forsaken his spiders but has had more time for some of his other hobbies. One of these has been a study of Victorian fairings, small, gaily coloured china groups made for fairgrounds between about 1860 and 1890.

The fairings provide interesting evidence of the humour and sentiment appreciated by the Victorian masses who flocked to the fairgrounds. The commonest of an extensive series shows a man and woman jumping into bed while a lighted candle stands on a table at its foot. It bears a caption "Last in bed to put out the light." Mr. Bristowe believes his collection of over two hundred different examples in the series to be the most complete ever made, and as nothing, so far as he has discovered,

has ever been written about them he has incorporated his researches in a book *Victorian China Fairings*. This has just been published by Adam and Charles Black, price 42s.

Another of Mr. Bristowe's interests since retirement has been helping to organise and edit a book, also due to be published in December, by a natural history society, dealing with the natural history of the garden of Buckingham Palace. The investigation has been in progress during the past three years by a team of eminent naturalists, who have found much of interest in this undisturbed oasis in the heart of London.



One of Mr. Bristowe's unique collection of Victorian fairings

#### Flower decoration book

Another new book likely to be of interest to many readers is the *Ilford Colour Book of Flower Decoration*. Written by Mrs. Joan Groves of the Constance Spry Flower School and lavishly illustrated with colour photographs by James Adams of Ilford, it costs 15s. and is available from booksellers throughout the country.

Most of the book is devoted to 54 very lovely colour photographs illustrating arrangements for all seasons of the year. For each one Mrs. Groves has written a description of how the arrangement was made, and she gives horticultural notes for the reader who wants to know about the flowers she used. The book also includes a chapter on flower photography, and there is a table of exposure factors as a practical guide.

The book is the first in a series of twelve planned by Ilford. Two more volumes are promised this year, one on house plants and the other on cacti and other succulents.

#### 'Fluon' in France

A 22 ft. caravan bearing the ICI roundel and containing over 200 examples of products made from 'Fluon' polytetrafluoroethylene (PTFE) has just completed a four-week tour of industrial establishments in Northern France. Britain is ahead of the rest of Europe in the use of PTFE, which has the best electrical properties, the best chemical resistance and the widest working temperature range of all plastics, and Plastics Division believes that it can increase its already appreciable exports of

Top: Mr. P. C. Allen (left), a Deputy Chairman of ICI and president of the British Plastics Federation, opened the extensions to the laboratories of the Rubber and Plastics Association at Shawbury in Shropshire on 29th September. On the right is Mr. P. A. Delafield, chairman of RAPRA. The research station was opened ten years ago by the Duke of Edinburgh

Centre: ICI's caravan exhibition of 'Fluon' in industry leaving Calais at the start of a four week sales promotion tour in France

Right: During a tour of the Royal Dairy Show on 28th October, HM the Queen visited the ICI Pharmaceuticals Division stand. She is seen here talking to Dr. A. S. R. Stewart, Division technical director, and in the background (left) is Mr. G. V. Short, manager of the Division's Veterinary Services Department





'Fluon' by showing European industry what is being done with the material in the UK. Particular emphasis has been placed on applications arising out of the unique low-friction and non-stick properties of 'Fluon,' including oil-less bearings, laboratory equipment, non-stick cooking pans and industrial equipment, and coated skis and razor blades.

The caravan was staffed by senior French-speaking salesmen and technical personnel from Plastics Division and by members of the staff of ICI (France). Tours in other European countries are contemplated.

#### Safe, pretty and practical

Three years ago British Nylon Spinners pioneered a system for providing safer children's night clothes in Bri-Nylon. Now over eighty manufacturers, makers-up and retailers are registered as taking part in the scheme and hundreds of garments have been tested and approved. A BNS "Safer from Fire" green label is the guarantee that a garment will not flare up even if it touches a naked flame.

If nylon comes into contact with a flame it melts but will not flare up. So the important thing is to make sure that no trimmings or sewings which might burn have been added to what is in itself a safe fabric. Each style of garment is therefore tested by the Retail Trading Standards Association before the green "Safer from Fire" label can be applied. BNS are bearing the costs of testing and labelling, so that the price of the specially tested garments is not raised in the shops, although, of course, prices vary according to style.

#### RETIREMENTS

Some recent announcements of retirements are:

#### 50 YEARS' SERVICE



Mr. F. Britnor, Paints Division  
(1st November)

**Heavy Organic Chemicals Division:** Mr. W. G. Davis, techno-commercial manager (retired 30th September).

**Marston Excelsior Ltd.:** Mr. A. Ratcliffe, managing director (retired 30th September).

**Pharmaceuticals Division:** Dr. W. G. Reid, personnel director (retiring 31st December).

#### Mr. R. H. Dobb

Mr. Hugh Dobb retired from the office of Engineering Controller and from the Company on 30th September. Mr. E. J. Callard ICI Organisation and Services Director, writes:

After graduating from Leeds University with first-class honours in mechanical engineering, he attained his M.Sc. after one year's research and in 1927 joined Billingham Division. He worked in turn



Mr. Dobb

as a shift manager, plant engineer and research engineer and then became responsible to the Billingham Division chief engineer for design work for the Plastics Group, which later was to form part of the Plastics Division. At the outbreak of war he was sent to the Trimpell Factory at Heysham as deputy construction manager. In 1942, at much the same time as such other well-known names as W. J. Worboys, P. C. Allen and J. C.

Swallow, he moved to Plastics Division to become chief engineer there, and he was appointed a Division director in 1946.

Between 1942 and 1958, when he became ICI Engineering Controller, Hugh Dobb built up a Divisional engineering organisation which not only kept pace with the varied and increasing demands of a difficult industry, but which functioned efficiently, economically and harmoniously.

The present headquarters at Welwyn, as well as many of the Division's plants, owe much to the abilities of Hugh Dobb, who saw the advantages of combining the activities of the Division Engineering Department with the particular skills of an outside architect. The artistic and functional success of the Welwyn Headquarters of Plastics Division is due to this collaboration.

As Engineering Controller in Head Office, Dobb came to acquire a wide knowledge of the Company's engineering activities and to exert a quiet and beneficial influence on them.

There are many of us who owe much to the co-operative and competent way in which he helped us with the many general engineering problems of the Company, and we all express our gratitude to him and wish him a well-deserved and happy retirement.

His successes at Henley did not cease with Eton's win in the "Ladies"; they include the Silver Goblets, the Stewards' Cup three years in succession, and in 1926, as a member of the Leander eight, the Grand Challenge Cup.

He will, as chairman of his family's estate company, have plenty to occupy his time, the company being engaged in large-scale dessert apple growing, arable farming, forestry, and the many activities comprising estate management. He will also be able to enjoy his wide sporting interests and to devote his loving care to the great garden his father created.

His many friends all wish him a long and happy retirement.

When he came down from Trinity, Cambridge, where he read Agriculture, he spent a year or two in accountancy and insurance, but he never took root in those somewhat arid soils, and towards the end of 1927 he joined Nitram Ltd.

Ever since then he has remained with the agricultural side of the Company.

During the war Eley left us for a time, working in the Ministry of Supply as Deputy Controller of industrial ammonia. From 1945 for two years he was a member of the Board of Trade as Director of nitrogen supplies, and the Government recognised this work by awarding him the OBE.

He returned to us as Secretary of

Central Agricultural Control and remained in that position until CAC was absorbed by the then Billingham Division in 1960. Since then, until his recent retirement, his special interest and attention have been devoted to recruitment. In this work he has developed bonds of goodwill between the Company, schools of agriculture in the universities, and the major agricultural colleges, which will stand us in good stead in the future. And, what is even more important, he has enabled us to recruit young men of high quality on whom we can rely in years to come.

Maxwell Eley has taken an active part in all field sports: he sails and used to play a lot of lawn tennis. But he is best known as a distinguished oarsman: while at Eton he was in the eight which won the Ladies Plate at Henley in 1921, and at Cambridge he won the University Pairs, the University Fours twice, and in 1924 was in the winning Boat Race crew.

In the same year he rowed bow in the winning coxless four at the Olympic Games in Paris and is, I believe, the only member of the Company ever to have won an Olympic Gold Medal.

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natural science tripos, he entered the London office of Deloitte Plender Griffiths & Co. to become a chartered accountant, and qualified as an ACA in 1913. The 1914-18 war saw him quickly on active service with the Welsh Guards, and after serving throughout the war he rejoined Deloitte's, and through them came into contact for the first time with Brunner Mond. In 1920 he joined Brunner's and became a member of the team charged with the task of establishing production of fertilizers at Billingham, his particular responsibility being the financial and secretarial work involved in that project. This team, led by Col. G. P. Pollitt, with H. A. Humphrey, R. E. Slade, A. H. Cowap and Dickens, set up offices in The Grange in 1920 and laid the foundations of what later became the Billingham Division.

I would like here to quote from *Billingham—The First Ten Years*:

"He (Dickens) was a striking figure, of little more than average height but with a good carriage and warm colouring. He was neat and meticulous to a degree, with plenty of energy and foresight, and with a more restrained manner and approach than his immediate colleagues Cowap and Slade." ... "He was friendly and kind. If his temper was apt to be



Mr. Dickens

sudden and fiery, his repentances were quick and sincere, and there are many memories of the trouble he took to do kindnesses, especially to the humbler members of his staff."

Following upon his success at "Synthetic" he was appointed ICI Secretary in January 1929, and after a period of only a few months became ICI Treasurer.

Dickens' sense of duty was such that on the outbreak of war in 1939 he rejoined the Welsh Guards and served for the whole period of the war, mainly as Brigade Major at the South-West London District Headquarters.



The renowned coxless four of Third Trinity Boat Club, Cambridge, which between 1922 and 1924 won, at Cambridge, the University Fours twice; at Henley Royal Regatta, the Stewards' Cup three times and the Visitors' Cup—rowing as Vikings Rowing Club—once; and in Paris in 1924 the Olympic Fours. Mr. Eley rowed bow and steered. (See Retirements)

Pip returned to his post as Treasurer of ICI in 1945; but the war had brought many changes to the Company, and at the end of that year he suggested that he should retire a little early in order to leave responsibility to a younger man, Leonard Armstrong, who had acted as Treasurer throughout the war years.

Those who worked with Pip found him one of the few true leaders of men, and one who demanded clarity of thought and brevity in its expression. A man of courage and integrity, who expected the highest traditions to be upheld, and with a genuine care for the interest and welfare of his staff. Courteous and generous, he will be remembered with affection by those who knew him and worked with him as a great man and a colourful personality.

Outside the Company Pip had many interests and a host of friends whom he delighted to entertain. He maintained a cheerful interest in life and enjoyed his frequent visits to the London art galleries as well as his regular attendances at Twickenham and Lords. He had a notable collection of Dickens' first editions and other relics of his grandfather, and at the time of his death was president of the Dickens Fellowship.

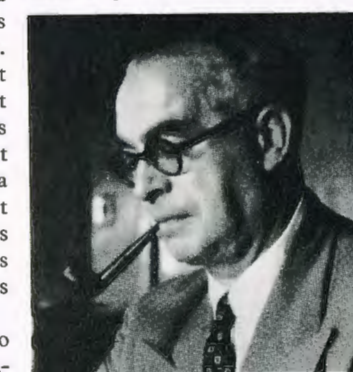
We extend to his widow and to his four children our deepest sympathy in their loss.

#### Dr. E. Holmes

It is with deep regret that we record the death on 3rd October of Dr. Eusebius (Sabe) Holmes, a former director of Plant Protection Ltd. Dr. F. P. Coyne writes:

Graduating from Birmingham, Dr. Holmes went to the DSIR Chemical Research Laboratory at Teddington and in 1928 joined the Agricultural Intelligence Section of Nitram Ltd., an ICI subsidiary. His work led him to advocate an overall ICI interest in pest control, and it was largely through his activities that facilities were first made available at Jealott's Hill for co-ordinated ICI research into insecticides, fungicides, weed-killers and the like, in 1934.

In 1936 Plant Protection Ltd. was formed in conjunction with Cooper, McDougall and Robertson Ltd. Dr. Holmes became Head of the Technical Department and was intimately involved in the subse-



Dr. Holmes

quent development of the new insecticide BHC and the selective weedkiller MCPA—both ICI discoveries made at Jealott's Hill.

During the war he became concerned with liaison with Government Departments through trade associations, and was one of the founders of the Industrial Pest Control Association. He was later chairman of the Association of British Manufacturers of Agricultural Chemicals (1951-53) and also the first chairman of the British Weed Control Council. A catalogue of the many other committees in which he participated would however do little to indicate the unsparing work he did in and out of office hours to further the interests of pest control. His duties took him all over the world, and he made friends everywhere.

The man himself was unassuming and quiet, with unswerving integrity as his first principle. He enjoyed social occasions, good food, good wine, and above all a good cigar, and he had few equals as a raconteur. His home life was blessed with great happiness, and the sudden loss of his wife two years ago, soon after his own retirement due to ill health, was a severe and unexpected blow from which he never quite recovered. Characteristically, he devoted his available energies to work and continued in retirement to attend conferences, write articles and to make radio broadcasts.



# A New Year's message from the Chairman

It now seems that our trading results for 1964 will be good. Output, home sales and exports are all at record levels, and although wages and salaries have been increased there has been further reduction in our average selling prices.

This good showing is due to a number of factors: a high world demand for the products we make coupled with a sharp decline in world over-capacity for many of them, considerable further technical improvements of our processes, continued improvement in management efficiency and, of course, hard effective work in all ranks of our employees in the factories, in offices, and in the home and overseas sales organisations. In visits to Divisions and to a number of overseas organisations I have been able to see for myself the evidence of this good work.

By expanding our exports and by beating foreign competition in our home market we are making a significant contribution, not only to the Company's success and progress but to the national economy as a whole.

Another way in which we have been making a contribution to the country's exports and foreign exchange reserves is by taking part in contracts to supply large plants to other

countries, including the Soviet Union and China, beating fierce foreign competition.

A large amount of British plant and machinery will be exported in consequence, and there will be payments to us for our knowhow and expert advice.

That we have been able to beat foreign competition on a wide front gives the lie, so far as we are concerned, to the glib statements bandied about that British exports are uncompetitive and that we are poor salesmen. The only people who gain when we decry our own products and achievements are our foreign competitors. British exports as a whole were running at all-time high levels for the first half of the year, and at the time of writing we have yet to learn what the year's total exports will be. Whatever they prove to be it will be a tough struggle to push them up still higher, as we must do if our standards of living are to continue to rise.

As far as ICI is concerned, we must maintain fully adequate manufacturing capacity for our products by building many new plants and must keep in the van with the most up-to-date and economic processes. Thus much of the Company's reserves and net profits are going

into the building of new plants in a very large programme of expansion and modernisation. The total capital expenditure sanctioned for new plants in the United Kingdom alone during 1964 is likely to exceed £120 million as against £76 million in 1963. This is a record figure and includes the sanction for large new plants for nylon, 'Terylene,' ammonia, fertilizers, plastics and 'Melinex' film; it will impose a very heavy burden upon our engineering resources and also upon our various contractors. Further, we must get down, or keep down, our costs on existing as well as on new plants. By American standards we still employ far too many people in our factories and in our offices. Rising wages and salaries, to which we are certainly not opposed, will mean rising costs unless we are more economical with our manpower. New plants will mean new jobs, but we must cut down overmanning wherever it occurs throughout the Company. At a time of full employment and expansion this should be easier to do than when it could mean significant redundancy. We shall be short of certain classes of employees unless we can redeploy from existing operations. Indeed, the country as a whole will be



unable to get the extra production needed for expanded exports unless such redeployment and reduction of overmanning extends throughout industry. For us in ICI our competitiveness and the whole future of our Company will be imperilled unless overmanning is tackled firmly while conditions are good.

In these tasks of improving efficiency, reducing overmanning, getting the best from our large number of competent employees, expanding production and exports, and beating foreign competition in our home market, we need the co-operation of everybody we employ, from top management to shop floor, sales office and research laboratory. I feel sure that we shall get this co-operation and that we shall, with the great opportunities ahead of us, go from strength to strength.

I wish you all a happy and prosperous New Year.

*Paul Chambers*





Tape reader (input to computer) and tape punch and reader (output from computer)

case it is more practical to group the enquiries, dealing first, say, with all those needing matchings of vat dyes on cotton, then disposing of the disperse dyes on nylon, and so on. Nevertheless the "same-day service" that is provided—most of the 'IMP' enquiries being answered within an hour or two—is an enormous improvement on the old system.

If a match using the dyes requested is not feasible, the computer says so. Then the trained colourist steps in, decides what dyes are a better proposition, and re-submits the matching problem to the computer. Our colourists are not being made redundant by 'IMP.' Far from it. Theirs is the job of planning the heavy programme of work to provide all the data required to programme the computer. And gradually they will be relieved of much irksome routine colour matching that will leave them free for other important work.

#### Rapid exploitation of new discoveries

Of the three instruments essential for the operation of the 'IMP' system—photo-electric colorimeter, spectrophotometer, and digital computer—the customer or user of the 'IMP' service needs only one, the colorimeter. If he is within easy reach of an ICI service laboratory equipped with a colorimeter, he can even dispense with that. But any reasonably sized concern will find it a great benefit to have one. Already the better colour matching service provided has meant substantial savings for many firms, for they now experience fewer delays caused by machine shutdowns, they receive the results of sample examinations much more

quickly, and they have to make far fewer shading adjustments. There are centres for the service in the UK and the USA and in Frankfurt, Milan, Tourcoing (France), Johannesburg, Melbourne, Brazil, Hong Kong, Tokyo, Barcelona, Gothenburg, Brussels, Rotterdam and Montreal. Others are planned in Mexico and the Argentine—rapid progress indeed from the two experimental centres at Frankfurt and Tourcoing that we had twelve months ago.

Before the introduction of the 'IMP' service, exhaustive practical tests of its efficiency were undertaken in co-operation with a number of potential users. The English Sewing Cotton Company in particular provided invaluable help.

#### Metamerism

A further advantage of 'IMP' concerns the well-known phenomenon of certain colours changing appearance in a different light, known as metamerism. This is of special importance in the dress goods trade. A colour that matches another perfectly in daylight might be grossly different in artificial light. What a shock to the wearer of an elegant ball dress if the matching accessories (perhaps even the stitching) fail to match in the subdued lighting of the ballroom! The user of the 'IMP' service, however, can submit not only the R, G and B values of his pattern as obtained under the so-called Illuminant C (daylight) of the colorimeter; he can also give the R, G and B values obtained under Illuminant A (average artificial light). By feeding both sets of figures into the computer, the "metameric factor" (or degree of metamerism between the original pattern and the matching recipe) is determined. If this factor is very important, alternative dye selections can be made and the matching recipe least subject to metamerism quickly found.

#### The men who made it possible

The history of 'IMP' goes back to the early 1940s, when fundamental research into the laws of colour physics was begun by Dyestuffs Division on a systematic basis. Leading the work in those early days were Mr. G. S. J. White and Dr. T. Vickerstaff (now respectively Development and Technical Service Directors of the Division), assisted by Mr. M. E. Clarkson. Their investigations enabled colour phenomena to be reduced to precise mathematical terms and showed

the possibility of complete instrumentation of colour measurement and comparison.

Planning of 'IMP' began nine or ten years ago, when the feasibility of producing colour matching recipes by instrumental means alone was demonstrated in Dyestuffs Department on a makeshift assemblage of equipment that was weird in appearance but workable. Dr. E. Atherton, who had been a junior member of the original team, was now leading the work, which had become a firm project. The successful development of a workable system of instrumental match prediction, incorporating an electronic computer, was announced by Dr. Atherton and his co-workers, Messrs. J. V. Alderson and A. N. Derbyshire, in a paper given at the 1961 conference of the Society of Dyers and Colourists. For this work Dr. Atherton was awarded the Research Medal of the Worshipful Company of Dyers.

Much work remained to be done, however, and it was not until nearly three years later that Dyestuffs Division were able to announce the official inauguration of the service. Dr. Atherton's earlier team was now reinforced by Dr. C. Preston and Messrs. D. Tough, E. Cowgill and J. T. Fallows, and energetically backing the team has been the present Chief Colourist, Mr. F. North.

#### Still developing

The 'IMP' service is already providing valuable routine colour matching service to our customers. It already covers the most important sections of the dyeing and printing trades, and covers also the use of pigments to mass-colour viscose rayon during manufacture. In addition, the service is being extended to cover paper dyeing and the coloration of paints and printing inks—all important large-scale outlets for colouring matters.

Gradually the 'IMP' service will be expanded to cover all the important textile applications and also the use of colour in many non-textile fields of activity. One can then envisage increasing refinement of the technique, to give increasingly accurate prediction and also applications in on-the-spot computer control in automated dyeing procedures. But much work remains to be done before that can happen. Meanwhile, ICI leads the world in this new advance in the field of automation and is energetically maintaining and exploiting its lead.

## Gardeners' Guide by Percy Thrower

At school I was not very good at chemistry. I had already made up my mind I wanted to be a gardener like my father and I could not visualise what good it would be to me. As I grew older, however, I realised more and more how essential chemistry was to the gardener, and as I look back now I appreciate what an enormous amount scientists have done for gardeners throughout the world.

During my first years in gardening I became accustomed to using insecticides which we made ourselves by mixing with a syringe such things as paraffin, soft soap and hot water, nicotine, lead arsenate and caustic. We had to protect ourselves as best we could against the damaging effects of many of the sprays.

I also became accustomed to many back-aching hours with a daisy grubber, removing dandelions, plantains, daisies and other broad-leaved weeds from the lawns, and many an hour working on crazy paving paths, scraping the weeds from between the stones with an old table knife. How things have changed, and how much easier gardening has become! I used to think the invention and introduction of selective weed-killers, which ICI pioneered, was the greatest step forward that had ever been made or that would be made in my gardening career. But we now have an even greater breakthrough with the introduction of paraquat, which will be available in this country in early 1965 under the name of 'Weedol.'

I have been privileged to experiment with this wonder weed-killer over the past two years and have been amazed at its almost immediate effect on weeds with no damage whatsoever to plants, trees and shrubs. It is claimed to become harmless on touching the soil, and this I am sure is true.

Over the past two years I have been making a new garden, and my first experiments were on an area of ground to be cultivated and seeded to make a lawn. The ground had been levelled, and up had come one of the best crops of chickweed I had ever seen. This was in early September 1963, and to look at it from a distance, a rich healthy green, one would have thought it was a perfect lawn. I sprayed the whole area with paraquat, and within thirty-six hours the chickweed was golden yellow and brown. The whole area was then cultivated with a rotary cultivator, sprinkled over with 'Plus' fertilizer, firmed and raked, and the grass seed was sown. This germinated well, was lightly rolled in mid-October and had its first mowing at the end of October. By April 1964 I had a perfect lawn, and I can assure you it still looks good.

My next experiment was on an area to be planted with soft fruits last March. This was field grass, kept cut with a rotary grass cutter while building was in progress to keep the site tidy. I could not see the point of digging or cultivating the whole area, as the fruit was to be well spaced out in rows five to six feet apart. I planned to plant one row of blackberry Himalayan Giant, three rows of raspberries (one each of Malling Promise, Malling Jewel and Malling Enterprise), one row of black currants and one row of gooseberries. I dug a strip eighteen inches wide for each row, turning in the turf and what little manure I could get. The area of grass between the rows was sprayed with paraquat, and the fruit, with the exception of the gooseberries, was planted. By the time I had got so far I could see it was too late to plant the gooseberries, so this strip of land I used for sweet peas with great success. A further two sprayings between the rows was enough to keep the grass and weeds down throughout the summer and autumn, and this included couch grass, which was growing thickly in the turf.

Between the shrubs in the border and between the border plants and roses, paraquat has been sprayed to good effect to keep down the weeds, with no harmful effect on the plants and shrubs. Nettles and other weeds under the hedge have been kept down by occasional spraying as well as weeds on the paths and drives. The joy of using it on garden paths and drives is that there is no fear of it creeping into the adjoining grass or of detrimental effect to plants and shrubs growing nearby, which was always a serious hazard with sodium chlorate. As I understand it, paraquat affects only the green parts of plants, leaves and green stems and does no harm when sprayed on to a brown woody stem.

'Weedol' is not the only new introduction by Plant Protection for the gardener in 1965. We have a new double organic based 'Plus' in granular form to look forward to. There is much less risk of scorching the grass on the lawn, and to me the beneficial effects appear to last much longer than when using the organic-based 'Plus' which we have now had for several years, to the benefit of our garden.

This is not all: we have in addition a new 'Plus' fertilizer specifically for the lawn. This too has a double organic base but has 'New Verdone' added. So instead of feeding the lawn and following this by spraying with a selective weedkiller a week or two later, we can achieve the same result in one combined operation. I have always held that if the lawn looks good, the rest of the garden looks good.



Alan Cracknell





# The Chairmen of Divisions

## *Dr. John Sisson of Plastics Division*

It would be hard to think of anyone less like the conventional idea of a big businessman than Dr. Sisson. His appearance, his stance, his gaze are all suggestive of the open air. Yet Plastics are most certainly big business these days, and Dr. Sisson is a man who both understands and means business.

There is something of the cut stone about him—a solidity at the core but a multi-faceted surface which gives a sparkle and flash to his conversation and to his personality, and which makes it difficult to type-cast him or to label him. Half the time one senses he has his tongue in his cheek. He is a mixture of North and West in parentage, brought up and educated in Bristol, 56 years of age, married with three children and one grandson, and he lives in Welwyn village in an eighteenth-century converted millhouse (formerly lived in by Mr. P. C. Allen). He has travelled much, but for the last eighteen months he has been more or less immobilised by the task of reorganising the Plastics Division under the new dispensation. For holidays he likes best wandering in hilly country and is a great lover of France, where he spent his holiday this year.

Dr. Sisson approaches the job of being Chairman from what one feels to be the basis of his whole philosophy—first of all an utter disregard for the pomp of office and second his conviction that to run a Division successfully you must regard it as an organism and not as an organisation. A chairman's concern must be to create an environment in which people can give of their best. This includes allowing them to make mistakes. Delegation involves this, and responsibility—except for the basically irresponsible—grows from it. He has no time for government by committee. Each man must run his own show or his own part of the show, and it is the function of good communication to ensure that everyone knows what is the common aim and so keeps in step.

Dr. Sisson regards it as a sad failure of communication if anyone hears of any change affecting himself by means of a rumour. He insists that any such changes affecting a person are personally explained to him and discussed with him first and before the outside world hears of them. He believes in walking around and talking to people and hearing their views and opinions. He insists that these matter. It is part of his philosophy that a Division is an organic whole and not an animated blueprint. "A great big piece of protoplasm" he has described it.

In his day-to-day conduct of affairs he tries as much as possible to do away with formal meetings—or at least meetings

conducted with formality. He holds regular Monday conferences with the members of his Board and is in more or less daily consultation with his Deputy Chairmen. At quarterly intervals he meets all his managers—about 50 in number—and these reunions take the place of former Management Committees. At these meetings the non-departmental matters—things affecting the Division as a whole—are discussed. At his Monday conferences he avoids formal agenda.

Dr. Sisson likes as many of the Board as possible to lunch informally with "the boys," as he calls the members of the Seniors' luncheon room. He thinks it of the first importance to foster the closest personal relations between the Board and the senior management. But Plastics Division receive a very large number of visitors, and he himself and other members of the Division Board have to shoulder a great deal of entertaining. Customers from overseas and from home, guests of the Government, members of official trade missions, as well as officials from ICI's overseas companies, are always calling.

The new organisation will go far, Dr. Sisson believes, to speed things up. "Nothing has to wait for a meeting now." Welwyn as it exists today already owes much to Dr. Sisson's courage and vision in days gone by. He fought for a site that should be not only adequate for a scale of manufacture far beyond what seemed at the time its likely limits of expansion but one in which there should be space and no crowding. Large and concentrated though it is today, it is still something of a garden site—as befitting an adjunct of Britain's best-known garden city.

He foresees great expansions. Probably one of the largest potential markets for plastics is in the building industry, and the Division is energetically attempting to develop new building systems instead of using plastics, as hitherto, to make minor accessories for the house. The total sales of the Division this year will be twenty times those of 1945, and turnover has increased  $3\frac{1}{2}$  times in the last decade. More will follow.

Dr. Sisson possesses two invaluable gifts of nature—an ability to read documents with quite exceptional speed, and a first-class memory. These enable him to dispose of his paperwork in much less time than it would take the average man. This is to the good because, one senses, Dr. Sisson has no great regard for paperwork—it is tied up too often with red tape for his liking, and it takes up time, which intelligent men should be using for thinking ahead and turning over new ideas!



One of the companies with which ICI has recently entered into association for the better development of mutual interests is Viyella International Ltd., of whose origins and activities the following is an outline



High-speed combing machines at the Sir John Holden Mill of Viyella Company, Combined English Mills (Spinners) Ltd., yield a fourfold increase in productivity over previous methods

# Viyella International Ltd



In the autumn of 1963 the Press was informed that the Boards of Imperial Chemical Industries and Viyella International had agreed to enter into an association with a view to furthering the development of a more efficient and compact structure in the textile industry in Great Britain. By this arrangement ICI subscribed initially £3 million (in the form of Preference and Ordinary shares), with a further undertaking at a later date to subscribe an additional £10 million in the form of loan stock. As the chairman of Viyella International explained in his company's annual report, "No trading ties were sought by ICI, nor were we required to vary our policy or trading in any way."

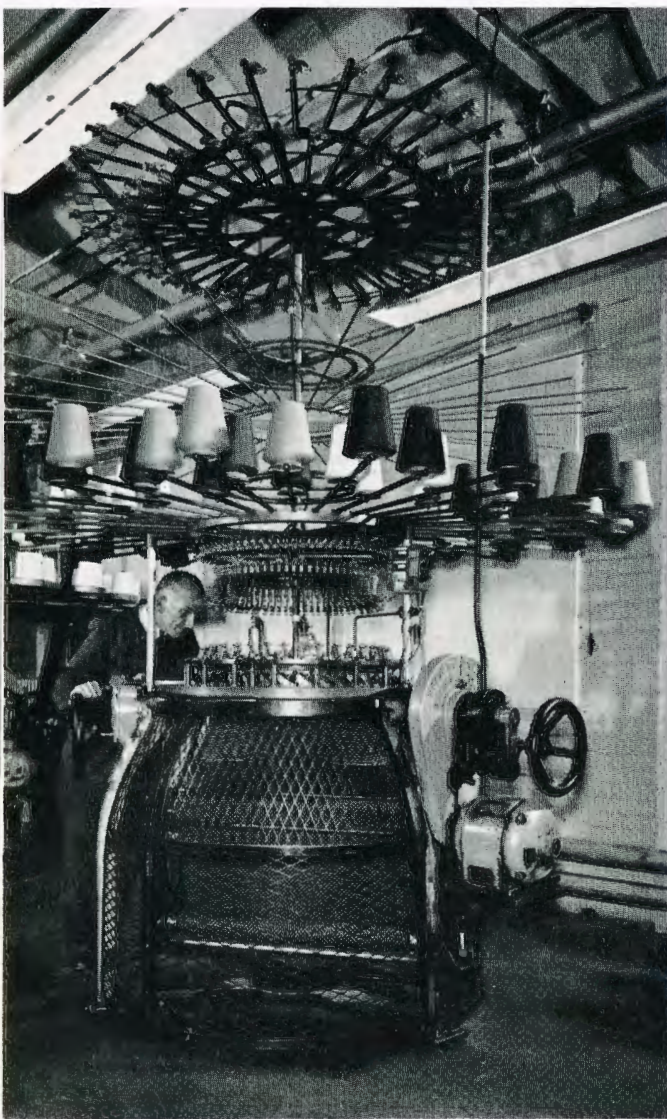
In fact both companies pursued the same basic policy with regard to the textile industry. Both felt that the existing—fragmented and horizontal—structure of the British textile industry was obsolete and unsatisfactory in present world trading conditions. Both believed that the best hope for the future lay in getting away from the horizontal structure, whereby the basic processes of spinning, weaving, finishing and converting were all carried out by separate firms, and in the organisation of large-scale groupings, of the merchant-manufacturing kind, whereby the spinning, weaving and finishing processes are combined with the marketing in one vertical structure.

Viyella International is itself an example of such a grouping. Its chairman, Mr. Joe Hyman, grew up in the textile business. At the age of 16 he entered his father's firm, but after the last war he set up on his own. From the first he had his own ideas of what the situation required and in 1961 achieved the first of his major regroupings when he concluded merger arrangements with William Hollins & Co. Ltd., one of the oldest-established textile firms in the country (it was founded as long ago as 1782) and famous as the manufacturer of 'Viyella' cloth.

'Viyella'—the "unshrinkable" cloth—has since its first appearance in 1893 been something of a household word. In a sense William Hollins & Co. stumbled upon it. Traditionally, the firm made only yarns for the hosiery trade but it also spun a small quantity of weaving yarn, chiefly for underwear facings. Some time previously William Hollins—still a family business—had acquired the Via Gellia Mills near Matlock, named after a road running through a valley in the neighbourhood of Cromford. Locally the name was pronounced 'Vi Gella.' This firm specialised in the spinning of Merino yarns. The Merino business was not doing too well. Hollins, prompted no doubt by the modest success of its cloth weaving, bethought them of attempting a general-purpose cloth made from a high-quality Merino yarn mixed with cotton. There were considerable technical difficulties in producing a blended yarn, but eventually the right answer was found and the cloth so produced was called 'Viyella,' and the name of an obscure Derbyshire byway became well known throughout the English-speaking world.

From the launching of 'Viyella' itself to the present-day £50 million complex of the Viyella International textile federation is too big a story to be attempted in brief. In all there are well over 100 individual manufacturing units involved, employing somewhere around 30,000 people and enjoying a multi-million pound turnover. Some of the best known of the firms within the federation are William Hollins & Co., the original producers of 'Viyella,' who spin, weave and finish the well-known 'Viyella' and 'Clydella' ranges; the Gainsborough Cornard Group, knitters and finishers, whose production of knitted synthetics has doubled no less than three times in the last three years; and such major spinning, weaving and finishing groups as Combined English Mills (Spinners) Ltd., Birtwistle and Leigh Ltd., and the Bradford Dyers' Association Ltd. Others are such widely known





A Jacquard interlock circular knitting machine (left) at the factory of Viyella company "Fine Jersey" Ltd., Normanton. It knits material at a rate of about 7 yards an hour



Collar-making at the Londonderry factory of Viyella company Hogg and Mitchell Ltd.

and popular clothing manufacturers as the British Van Heusen Co. Ltd., Aertex Ltd., Hogg and Mitchell ('Old England' and 'Peter England'), Adastral, Allen Solly & Co. Ltd. (founded in 1744 and famous for high-quality knitted goods), and R. H. & S. Rogers Ltd. ('Rocola').

In the space of such an article as this it is not possible to do more than outline the diversity and comprehensiveness of the Group's activities nor to mention, by name even, all the substantial and well-known firms included in it, many of which are household words within the textile industry. It is perhaps a measure of the soundness of the basic approach to the problems of that industry by the Federation that so many long-established, prosperous and independent concerns, as well as many of the most up-to-date and technically advanced, have voluntarily joined it and that throughout the whole concern there is a spirit of willing co-operation.

Viyella International has its London headquarters at 28 Savile Row, just by Regent Street, which has been likened to the federation's Cabinet Offices, where policy and long-term planning are undertaken and centralised services are housed. Viyella House, in adjacent Conduit Street, is a trading headquarters which provides showrooms for the garment companies.

It is perhaps only natural that the side of the business best known to the general public should be the garment side, for that of course is what the public finds in the shop window. From the standpoint of the industry, however, it is with the spinning, weaving, knitting, finishing and marketing of fabrics, particularly those lines in which the fashion element is small, that Viyella International is principally concerned, together with the vast potential market for fibres, both natural and synthetic. Herein principally, of course, is ICI's interest. Being not only

the largest British producer of synthetic fibres but one of the principal suppliers of dyes, textile auxiliaries and other chemicals to the textile trade, the prosperity of the home-based textile industry in all its ramifications must be of particular concern to ICI.

People sometimes speak of Britain's textile industry as of something which has had its day. Viyella International's faith in the future of the British textile industry may be epitomised in the following quotation from its chairman's statement in the current annual report:

"In my view, management and operatives in the British textile industry are second to none anywhere in the world and, given leadership and the right direction, will respond to the opportunity and challenge that the future presents."

It is all over. Here I am, fully clothed for the first time in a fortnight, my suit inclined to hang loosely on me and my shoes feeling like violin cases, waiting to be collected by my wife and taken home in the car. I have said goodbye to Sister and the nurses on day duty, whose tender vigilance has now changed to a brisk affability. No longer a centre of interest, I am now merely another completed case and there are more important things than me demanding their attention. "Goodbye," they said. "Take care, now."

It seems a lifetime since my wife brought me to the hospital, a bare two weeks ago in fact, around four o'clock in the afternoon. That in itself was a dismal experience. It is one thing, I suppose, to be taken to hospital in extremis or under heavy sedation for a desperately urgent operation when one hasn't a clue about what is going on. My affair wasn't like that at all. It was something amiss, certainly, and which needed putting right even though it wasn't causing me any pain or serious discomfort. You know, the sort of thing one puts off—and off. But my G.P., a most agreeable and extremely capable doctor, whom I had been a little shaken to find was younger than my own son, had said in his wisdom that he thought it was time I had the matter attended to before I got any longer in the tooth. So an appointment was made with the surgeon, whose probing fingers, which must have stood him in good stead in the Hospitals' XV some years ago, proved to him that the situation was ripe for surgery. The date for hospitalisation—the words these Americans dream up!—was thereupon fixed and I was in due course delivered by an anxious wife and left in my room, feeling quite fit, somewhat aimless and rather lonely.

The loneliness soon disappeared, however, when Sister came to call to settle me in, put me at my ease, chat me up etc. She asked me how "we" were feeling, how did "we" like our room, and told me that "we" could expect visits from the anaesthetist and the surgeon in an hour or so. As she was about to leave she said, "And I think we should get into bed now." I was grateful for our preliminary chat, enabling me to get used to her conversational style, otherwise my jaw might have dropped a little.

So I got into bed, feeling pretty daft about it—it was only five o'clock anyway—and gave myself over to sombre thoughts. I just could not get Emergency Ward 10 and Dr Kildare out of my mind and fervently hoped that the sort of dramatic emotional storms which frequently enliven those programmes hadn't infected my hospital.

The idea of the surgeon and his assistant having a needling argument about some woman or about their golf handicaps while my exposed innards should be demanding their full attention was a shade disconcerting. And the fear that the surgeon might collapse right in the middle of the job, gravely needing emergency surgery himself, kept returning to my mind.

This neurotic brooding was interrupted by the arrival of the anaesthetist, a breezy Irishman, who wanted to listen to my chest. He got an earful. Having listened to my bronchial gurglings and tut-tutted once or twice, he slipped his

stethoscope back into his pocket and, with the impish grin of a leprechaun, said, "Well now, we'll have to do something about that, won't we?" Jumping ahead of my story, I'll say he most certainly did, and I shall be eternally grateful to him.

Then in came a most attractive young nurse with my supper. Quite took my eye she did. In the very near future she would assist in bathing me, not once but many times, did I but know it. Perhaps it was as well I didn't. Indeed, thinking back upon those bright-eyed nurses, neat as new pins in their snowy aprons and cute caps, and of the incredibly intimate things they did to and for me, I am flabbergasted; and my flabber does not gash too easily at that. Yet at the time it seemed the natural order of things. But to return to this particular nurse and supper. The sight of her attracted me far more than the sight of it. There was a limp slice of ham, an unhappy tomato, and some lettuce that had abandoned all hope. In a dish at the side was a jelly the colour of a caution light. Although not wildly excited at the prospect I concluded that, prior to the operation, my diet needed to be controlled strictly, so with this in mind I forked my way through it without enthusiasm. As a matter of fact, and bearing in mind that I am a fussy man about my victuals, the food at my hospital wasn't at all bad, which is more than can be said for some. I remember meeting, some years ago in America, a German who had been a citizen for some thirty years and yet still spoke broken English like a comic opera Dutchman. We didn't like one another much but were obliged, for business reasons, to make conversation and he asked me whereabouts in England I came from. When I said that I hailed from Manchester he

# Don't be late for the theatre!

by Alfred Baldwin



brightened up perceptibly and said, "I vas in Manchester in der first var. I vas in hospital, a Uhlan officer, ferry patly vounded at der pattle of Loos." He went on to sing the praises of the doctors, surgeons and nurses and declared, "Vid-dout a toudt, dey safed my life!" Masking my chagrin, I asked him which hospital he had been in, but he couldn't remember the name of it. Then he went on, "But dere vas von ting. Der food. Mein Gott, der food! My brudder officers and I decided dat it must be reprisals. Der *Lusitania*, you know. It had to be reprisals for der *Lusitania*. Ach, dot food vas rewolting!" Intrigued by now, I began to run through all the names of the Manchester hospitals until he cried out, in great excitement, "Dot vas it, dot vas it!" "Well now," I said, "Let me tell you that my wife had a major operation in that selfsame hospital only this year. And the food was still revolting." He looked at me, goggle-eyed, and then burst into such gales of Wagnerian laughter that we were almost thrown out of the restaurant in which we were eating. He couldn't do enough for me from then on, and for many years I got a card from him every Christmas. Which only goes to show something or other.

After supper the surgeon breezed in for a chat. No need for an examination. He knew well enough what was the matter with me and what he was going to do about it. And it was clear at a glance that I was the same chap and had not grown a second head since he saw me last. So we gossiped for a while about our respective golf courses, and as he got up to leave I said with false gaiety, "See you in the theatre." He looked at me gravely. "You won't, you know. I'm the fellow you won't see." He was right, of course. I didn't even see the theatre. I was away in dreamland before I got in there.

My last visitor that evening was Sister, who came along to give me a sleeping pill. I don't sleep at all well these days, and I had been distinctly bothered about the combined effect of a strange bed and the morrow's prospect. I figured I was unlikely to get a wink of sleep, but Sister took care of that one, bless her heart. Slept like a log and didn't come to until an apple-cheeked night nurse brought me my morning tea as her last chore before

going off duty. I had hardly finished shaving before the day nurse, a lass I had not yet seen, brought breakfast in. This surprised me. I hadn't reckoned on getting any grub on the great day and took the matter up with Staff Nurse when she came in later. "Well, you see," she said, "Mr — has a long list today, and you're the last on it. I don't reckon you'll be going into the theatre until half-past five or six o'clock. I can tell you this, you'll not be getting any lunch." Last on the list! There were two ways of taking that. On the one hand, my job was such a laughably simple matter that Mr — could do it with one hand tied behind his back even after a busy afternoon with his scalpels, forceps and what have you. On the other, it could be so desperately tricky that he wanted to get all the other trivial nonsense behind him so as to concentrate on me.

It was with such chuckle-headed musings, interspersed with some half-hearted reading and sundry visits from Staff and Sister, in one of which the latter carried out some astoundingly deft work with a razor, that I spent the time until around half-past five. I thought the afternoon would never end. Then in came Sister and my day nurse, bright, smiling and full of purpose. "Time we were prepared for the theatre," chirruped Sister. I have only a hazy recollection of what followed, because the first thing she did was to slap an injection into me. I dimly remember having some enormous white woollen socks pulled on me—search me for why—and of being transferred to a trolley by magical levitation. The injection was taking hold.

I was feeling very, very carefree as we sailed gaily along the seemingly endless corridors. This was no moment for the syrupy theme music of Dr Kildare. Phil the Fluter's Ball was more in keeping. Sister looked benign and majestic, while the nurse made Rita Hayworth seem a drab by comparison. At last the rollicking ride came to an end and I found myself looking up into the rubicund face of the anaesthetist. The rest is a blank.

I came to in pitch darkness in my bed—it must have been around midnight—and promptly went into a tizzy of peevish indignation. It really was too bad. All the day's preparation, not to mention my

anxiety, even taken as far as the theatre, and then the whole thing put off for some confounded reason. Quite clearly no operation had been carried out on me, dammit. So I went off to sleep and woke again some hours later only to be assailed by the same petulant thoughts. This time, however, I sent my left hand on a very careful exploratory mission, and it finally encountered a large elastic adhesive bandage occupying a sizeable area of my tum. Ah! So I went off to sleep again. So much for post-operational pain and suffering.

I have no clear recollection of the next two days. Dog-dozing off and on throughout the day, meals I merely toyed with, and visits from my wife in which she, poor dear, could obtain little response

from her sedated husband. Then on the third day I seemed to become myself again. Now, I thought, is when the fun starts. I had old-fashioned visions of daily dressing of the wound, draining it maybe, and suchlike tiresome fiddling. That sort of thing may still be necessary in some cases of surgery for all I know, but it certainly wasn't necessary in mine. My large elastic plaster remained untouched, and for the next eight or nine days I was concerned mainly with getting my strength back and snarling at my men visitors for wolfing my grapes and chocolate.

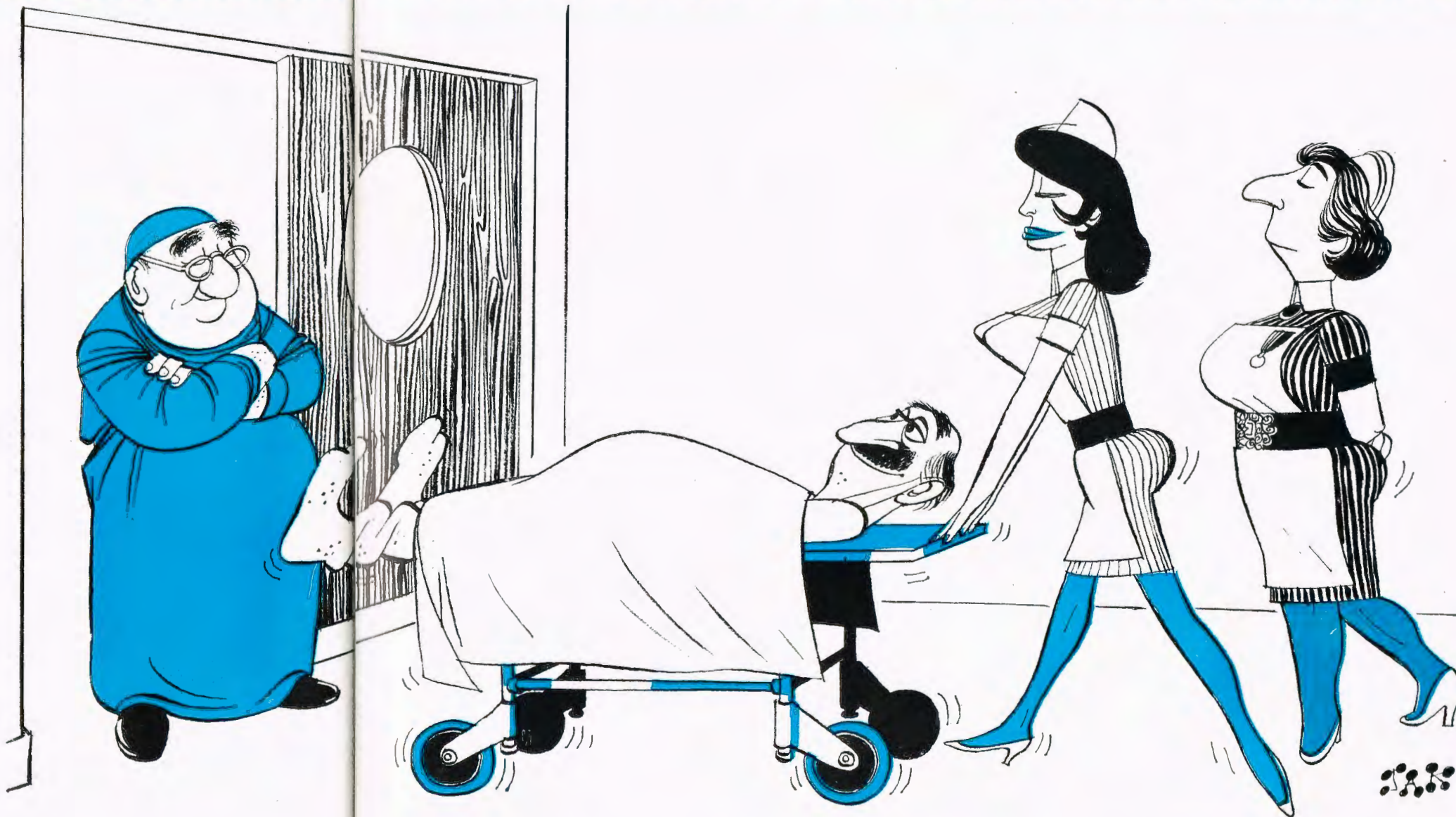
Then came the day, that happy day, when Sister, accompanied by Staff, came to take out my stitches. I was passing an appreciative elderly eye over

the younger woman and did not notice that Sister had taken hold of the corners of that large adhesive plaster in her experienced fingers. Then, like lightning, she whipped it off. Yeee-ow! but had to admit that it was all over before I had had time to squawk. "Now, now," said Sister, who must have seen my expression of startled horror, "that's far and away the worst of it." This was true, and there was nothing at all to the removal of the stitches. The next procedure was a revelation. Taking a polythene bottle with an atomiser attachment she squirted a fine spray over the whole affected area, and there I was with a tum coated in a glossy transparent finish through which I could see my operation for the first time. And a very neat-looking piece of carpen-

try it was too. "Is that all?" I asked. "That's all," said Sister. "Now you can sit down in your bath, and by the time that stuff wears off you'll be healed completely." And so it came to pass.

That evening the surgeon came to see me and to make a final inspection of his handiwork. Those fingers again! He gave a grunt of satisfaction. "Nice job that, though I say it," he said. "I think we're about through with you, my lad, but if I hear of your swinging a golf club within three months of this day I personally will wring your neck." "When may I go home?" I asked eagerly. "Any time," he replied.

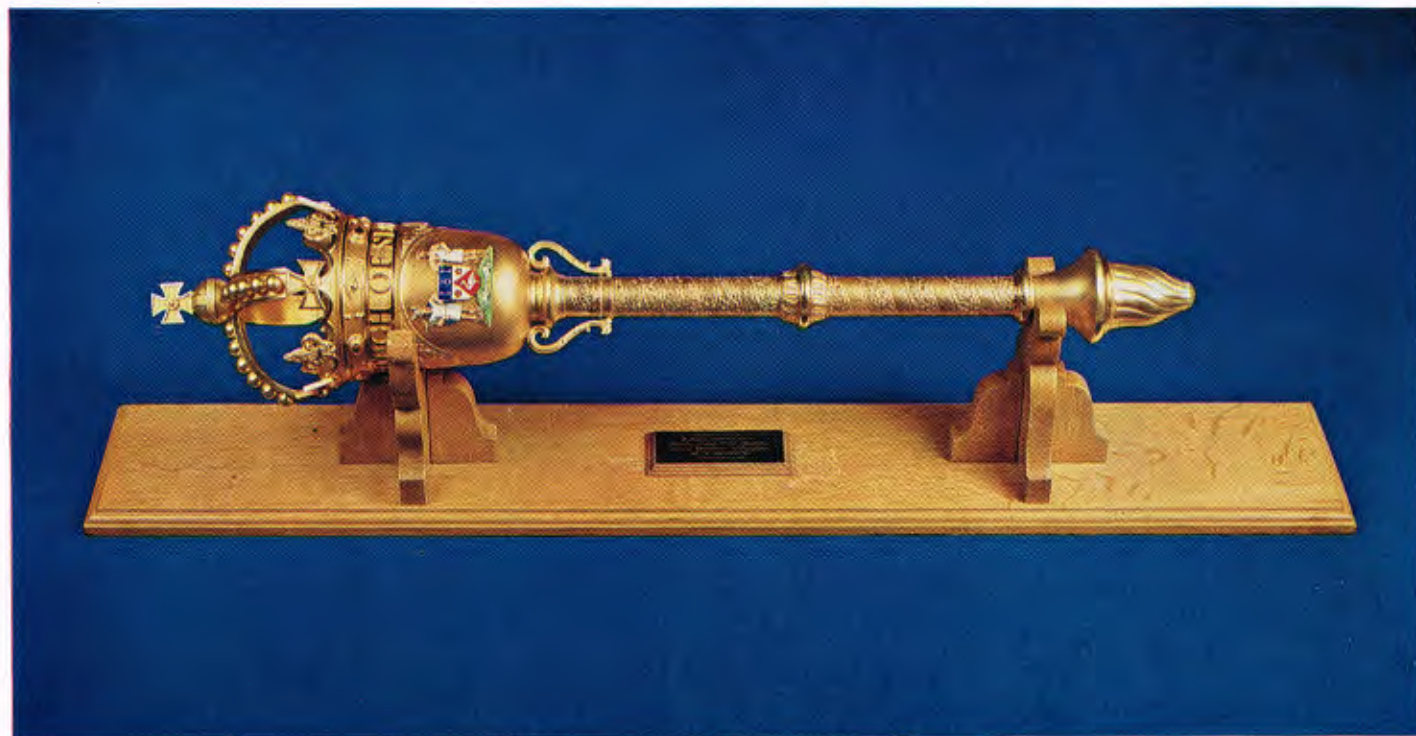
Which is why I am waiting here, fully clothed for the first time in a fortnight, my suit inclined to hang loosely on me...





# The Worshipful the Mayor

*an interview with Mrs. Winifred Watson,  
Mayor of Slough*



The Mace, measuring approximately 39 in. in length, is of sterling silver, heavily gilt

Mrs. Winifred Watson, who works in the Accounts Department at Paints Division's Slough Headquarters, has been Mayor of Slough since last May. She is Slough's fifth lady mayor out of 18 mayors – the borough was granted its charter in 1938 by King George VI – and is as far as can be traced the first woman employee in ICI to hold such an office. Here she talks to the Editor:

*Editor: Can you tell us a little about your civic duties as mayor?*

Mrs. Watson: I suppose you could say that the mayor personifies the civic unity of the borough. As Mayor of Slough I preside over meetings of the Borough Council (held regularly every six weeks) and I am a member of all twelve standing committees of the Council. I also have to sign all the documents entered into by the

Corporation, which include mortgages, compulsory purchase orders, all contracts for work to be carried out by the corporation and so on. This may amount to 20 different documents a week. I am a Justice of the Peace during my term of office and sit regularly on the Magistrates' Bench. I am also the Returning Officer for the Borough and have to preside over the arrangements for local and general elections. This, as you may imagine, has been no mean task this year! Incidentally, I wonder how many people are aware that the mayor can also be called upon to read the Riot Act should circumstances ever demand it. However, there is no record of this ever having been necessary in Slough!

*Editor: How long have you been interested in local council work and what prompted your interest?*

Mrs. Watson: I have been a member of the Town Council since 1950 and I was elected to the aldermanic bench in 1961. I was deputy mayoress in 1954, when my husband, whom I met on the Council, was deputy mayor, and I was myself deputy mayor last year. Looking back, I suppose being interested in other people's well-being was the fundamental reason for my entering local government. I was spending a good deal of my spare time doing welfare work locally, and this led to an invitation to stand at the Council elections. I certainly didn't set out with the aim of getting on the Council and I don't have any parliamentary ambitions.

*Editor: What part of the work has interested you most?*

Mrs. Watson: Well, I have enjoyed particularly working on the parks committee,

and I was chairman of this committee last year. I am a keen gardener myself and I feel it is enormously important that in a new and rapidly growing industrial town like Slough there should be a live Parks Department providing leisure amenities. I think—and I hope this does not sound too boastful—that we have a very good one at Slough. Then I am also very interested in education. I served on the education committee for a number of years and I am still a governor of two local schools.

*Editor: You have been Mayor for nearly six months. What do you consider the highlight so far?*

Mrs. Watson: It is impossible to pick out one single event. My very first function, for example, was an invitation to lunch with the Lord Mayor of London when he visited two nearby beauty spots. I have also been to a Buckingham Palace Garden Party, to the House of Lords to be introduced to the peeresses, and to the "Women of the Year" luncheon at the Savoy Hotel. Then I was invited to lunch with the Directors of Paints Division and was very proud when Mr. Rose, the Chairman, described me as being one of the family and said that they therefore felt the Company shared in the honour and prestige of the office of Mayor. A very different sort of memorable occasion was presiding over the recent election in our parliamentary constituency of Eton and Slough. This was a marginal seat and everyone expected a close fight. In the event it turned out to be one of the closest contests of the whole election, with a majority of eleven against the sitting member declared after three recounts. I was on duty from nine in the morning until nearly three the following morning, and during the day I visited all 72 polling stations in the constituency.

*Editor: There is much ceremony connected with the Mayor's office and you have several officers to help you. Can you tell us something about their roles?*

Mrs. Watson: Firstly, there is the town clerk. This is a non-political, permanent appointment. Slough's town clerk is Mr. Norman Berry. As the temporal adviser of the Mayor he accompanies me on all ceremonial occasions. Then there is the Mayor's chaplain. This is an honorary position and is a personal appointment by the Mayor. I chose the Rector of Slough,

Canon Eric Perkins. As the spiritual adviser of the Mayor he is allocated a position in civic processions in close attendance on the Mayor. Prayers are said at the opening of council meetings, and various civic services are held during the mayoral year.

The Mayor's secretary is, like the town clerk, a paid officer of the Council. Mrs. F. M. Webb was appointed the Mayor's secretary in 1949, and through the ensuing

it has become an emblem of authority, no one is normally allowed to walk between the mayor and the macebearer. When the Council is sitting the mace is always placed in front of the Mayor.

I also have an orderly. Slough has an adopted regiment, the 11th Hussars (Prince Albert's Own), and as a link with the regiment Staff Sergeant D. E. Harrison was appointed by the regiment to be the Mayor's orderly.



The Council Chamber, showing the Mace in front of the Mayor's chair

years she has gained vast experience which successive Mayors have found invaluable. She copes cheerfully with the tremendous amount of work in connection with the efficient running of the Mayor's office, for which I cannot be too grateful.

Mr. George Clark, the macebearer, is also a paid officer of the Council. The mace is the emblem of the power and dignity of the Mayor and of his authority as the Queen's representative. The office of macebearer has had a long history, and the duties vary from town to town according to established tradition. In Slough the function is combined with other duties, but as macebearer Mr. Clark is responsible for the safe custody of the mace and the carrying of the mace on ceremonial occasions. The mace originated as a weapon of defence, and although

As the number of civic activities mounts up to several hundred during the Mayor's term of office, the Mayor is provided with a corporation car and a chauffeur, Mr. J. Morgan. This is probably the only time in my life that I am going to drive around in a Rolls-Royce. Occasionally I long to try out its paces, but I know better than to ask my chauffeur. "A dignified car, to be driven in a dignified manner," he tells me, and we travel at a steady 25 mph. Travelling in a Rolls-Royce and being overtaken by a cyclist is quite an experience, believe me.

*Editor: I gather that your appointment of your schoolgirl niece as mayoress has aroused interest.*

Mrs. Watson: Yes indeed, but I had no idea when I made this decision that we



were creating any sort of precedent. By appointing such a young mayoress—Ayleen is fifteen—I hoped to stimulate a sense of civic pride in the younger members of the community and to encourage them to take active interest in the local youth organisations, of which there are some 150 in Slough. This appears to be working extremely well and has been favourably commented on in a BBC news programme and in the press. She is now increasingly being invited to attend youth functions in her own right, and as a result we have had to form a special panel of civic escorts for her from among leading members of the various youth organisations.

*Editor: How difficult has it been to combine the role of housewife, working in ICI, and being Mayor?*

Mrs. Watson: Obviously it has not been easy. People, I find, tend to think only of

the glamorous moments and to envy me. They forget that I have to return after such an occasion to the same mercilessly accumulative chores as any other housewife. I once found myself pegging out the "smalls" still wearing my chain of office! As far as my job is concerned, I am, of course, like any other ICI employee undertaking voluntary local government work, allowed a certain amount of time off each month, both in my capacity as Mayor and as a JP. The days I have no engagements are rare. Often there will be two, perhaps a luncheon and an evening engagement. At each I will probably be required to make a speech, and like Mr. Wilson I prefer to write my own. Most of them get written under the hair dryer or sitting up in bed late at night. Then again as a woman mayor I have the extra problem of what to wear. Women readers will appreciate the nice problem presented by a diary of engagements ranging from a

"topping out" ceremony on the roof of a new skyscraper or a visit to the local fire station to glamorous occasions like a gala ball. Never again in my life, I imagine, will I need so many cocktail and evening dresses in my wardrobe.

*Editor: One last question, Mrs. Watson. Did you set yourself any special goal when you took office, and how far do you feel you have achieved it?*

Mrs. Watson: A town like Slough, because of its recent and very rapid growth, has a cosmopolitan population and most of its citizens had their roots elsewhere. I see the mayor's main task, therefore, as assisting in knitting together the efforts of all those people who are promoting the corporate civic sense of Slough and establishing the town as an inspiring and vital place in which to live.

In this day and age there are still far more gaps in our welfare services than most people dream of, and voluntary organisations play an important role in the lives of many elderly or handicapped people. Running these are groups of unpaid workers who get very little public recognition for all their hard work. It has been a particular aim of mine to see that these efforts are recognised and to give as much encouragement to their work as I can without seeming pretentious or interfering. This has meant attending anything from sales of work to charity balls or visiting local branches of some of the welfare organisations to see them at work. I have not been able to accept all such invitations since I took office—recently I have been getting as many as a dozen a week—but I do manage to get to a very considerable number and it is a real regret that I have sometimes to turn some down. We have in Slough an extremely efficient Council of Social Service, and keeping in close touch with this Council assists me very much in my efforts to blend the civic, social and welfare activities of the town.

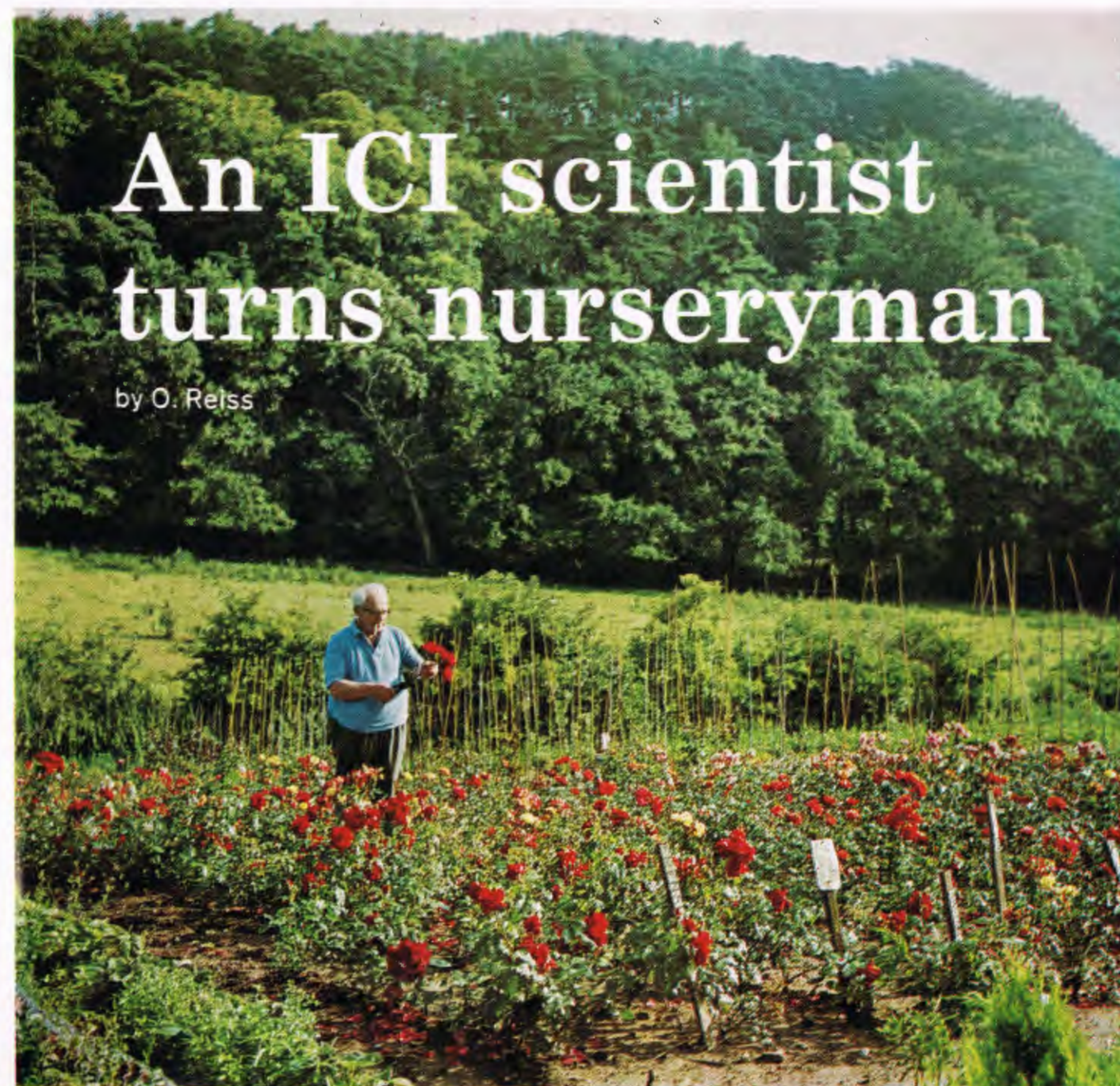
As mayor one realises rapidly that one cannot "go it alone." One relies on and needs the advice of many people on many subjects, and I personally cannot be too grateful to my many helpers for their support and encouragement, particularly in the first confusing weeks in office. Half my year of office is already over. If the rest of my term lives up to the past six months it will have been very worth while.



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# An ICI scientist turns nurseryman

by O. Reiss



Photographs by Charles Scott, Mond Division

There are every year many ICI employees who are near to their retirement age and are trying to think how to adapt themselves to their new circumstances. I was in the same position a few years back.

For me, however, it was not such a problem as for many others. I grew up in a small village in Czechoslovakia, where my father was a vine and fruit grower. I can still remember, as a boy, my father giving me my first lesson in budding and grafting: two very simple operations, which gave me a thrilling experience and remained in my memory. I loved our vineyards and orchards and hoped to take them over eventually from my father. After the last war my hopes were gone, only my love for the soil and the beauty of nature remained. I decided that when I retired I would return to the land as a nurseryman. Before my retirement I bought two acres of pastureland and got going. A friend in the nursery trade gave me some useful advice, I

studied horticultural literature, and finally I started to learn my new job the hard, practical way.

My nursery, where I grow every year over 10,000 rose trees and a few thousand ornamental shrubs and trees, is at Manley, a lovely Cheshire village not far from Frodsham and Runcorn. Now, the growing of roses is the bread and butter line of the British nurserymen. About 40 million rose trees are grown and sold every year in the British Isles. I felt sure there would be no difficulties in finding a market for my first crop of 5000 roses.

At the start there was not enough work to employ a permanent man and everything had to be done at weekends with casual labour. I often recall Martin, the big Irishman from Pilkington Sullivan Works, who lives today in retirement. He was the finest worker I have ever met. We started the job with him and agreed on four bob per hour and free beer. I made a big mistake. I did not suspect that Martin could be so thirsty



or have such an incredible capacity for beer! Besides Martin, I had several friends from Pilkington Sullivan Works who worked with me during the weekends. Jack the rugby footballer, Jack from the Scott plant with his son Johnny, and George the pipefitter—excellent men who liked work in the fresh country air. After three seasons all of them could bud 100 briars per hour like any professional rose budder, which proves the adaptability of our chemical workers.

Budding is one of the main operations of nursery work, a simple operation which every amateur gardener can try. During my activity as nurseryman I gave several of my friends practical lessons in rose budding. Two of them, who are still active directors of the Company, are great rose lovers and keen amateur gardeners. Both are now budding a few dozen briars every year, and I shall not be surprised if they make use of their acquired skill when they retire.

Before one starts on the propagation of roses by budding one should learn something about the rose. Of all the many varieties of plants which I grow in my nursery I like the rose best. It is also without doubt the British people's favourite flower. Our modern roses, the hybrid teas and the floribundas, are descendants of wild roses which grow in many varieties, from northern Siberia to the oases of the Sahara. The best-known ancestors are *Rosa gallica*, which came originally from the Caucasus. *Rosa chinensis* and *Rosa odorata*, the "tea" rose, came from China, and *Rosa foetida* was introduced from Persia. By cross-hybridisation of these varieties during many years of patient work, the nurserymen and amateur hybridists created the vast number of H.T. roses. By cross-pollination of *Rosa multiflora* with *Rosa odorata* and other varieties the great varieties of our modern floribunda roses were produced.



Hybridising means cross-breeding. Some hybridisation of plants occurs spontaneously in nature, but most of it is done by man. Few amateur gardeners seem to understand the way in which a new variety of rose is produced and never seem to realise that there are male and female organs in the rose, growing side by side within each flower. In the centre are the female pistils, surrounded by the male stamens. Every amateur gardener who has a small greenhouse can have a go and try his luck with hybridising.

The foundation of the science of genetics, which deals with hybridising, was laid by my famous countryman, the Capuchin monk Mendel. He experimented with the hybridising of peas and published a scientific paper about his experiments. This paper was ignored for many years, and when Mendel died he could not know that his name would go down in history as the discoverer of the science of genetics.

The amateur gardener can try his luck without the study of genetics by selecting two roses in his garden of which one will be the female parent and the other the male parent of the new variety. The chances of producing a winner are similar to those of the treble chance on the pools.

Suppose, for example, we select the rose Southport as the female and Crimson Glory as the male parent. We carefully pull off all the petals of Southport without injury to the female organ in the centre and with small scissors remove every one of the stamens, covering the calyx with a paper cone or twist of polythene. After a few days the pistils will be sticky and ready for pollination. The next operation is to gather some of the pollen from Crimson Glory with a small camel-hair brush or piece of blotting paper and transfer it to the pistils of Southport. The polythene twist is replaced for a few days. If fertilisation

has taken place, the seed pod will begin to swell. In the autumn we separate the seeds from the ripe hip and sow them in a seed box. In April of the following year we transplant the seedlings, and in May or June the first flowers of our new variety should appear.

Unfortunately our seedlings don't show any promise! We may ask ourselves how it is possible that the English hybridist Norman in 1946 made exactly the same cross-pollination and produced the winner Ena Harkness. The answer lies in Mendel's law of genetics. Our seedling reverted to an uninteresting ancestor.

If our seedling had been a winner, we would have propagated it by budding, have had it tested on the National Rose Society trial grounds and, when the new variety received an award, have introduced it to the market. Professional hybridists know that they may have to produce several thousands of cross-pollinations to raise a promising seedling.

Roses are propagated in nurseries by budding on an understock of briars. There are several varieties of understock briars such as *Rosa canina* (the dog rose), *Rosa laxa*, *Rosa rugosa* and *Rosa multiflora*, which we import mainly from Holland or Denmark. We plant out the briars in March, 6-9 in. apart in rows. In early July, when the briars are in full growth and our maiden roses in flower, we start with the budding. We get the buds from the roses we budded the previous year. We cut off 6-8 in. of one branch of a flowering variety and trim the leaves and the thorns. Behind every leaf stump is the embryo eye or bud.

The budding is a simple operation: with the budding knife we make the first cut across the neck of the briar about  $\frac{1}{2}$  in. long; next the perpendicular cut about  $\frac{3}{4}$  in. long to meet the cross

cut, making a complete T shape, and open out the bark with the knife. From the trimmed budding stick we cut out the bud in form of a shield, turn it over and snap out the thin piece of wood which covers the embryo eye, which must be clearly visible. The loose end of the shield is trimmed and inserted into the cut briar, pushed down firmly and tied securely with raffia or with a 'Rapidex' rubber tie, which is a patented invention of mine. The bandage makes a perfect air- and water-tight seal, and the chances of the inserted bud, or as we call it the "take," growing on are 90-95%. After three weeks the rubber bandage starts to disintegrate and finally drops off. The following year, in February or March, we cut off the top part of the budded briar and a few weeks later the maiden roses start growing. In July the roses are in full flower and will be ready for lifting and despatching from late October onwards. It takes 19 months to produce a rose tree. From 100 budded briars we get an average of 60 first-quality roses.

A first-quality bush rose should have at least two strong shoots growing from the base of the briar; a bush rose with only one strong shoot is of second quality and sells for half the price. Bush roses with one or two thin and short shoots are rubbish, which will never grow and make a good plant. The wise amateur gardener should buy only the best quality and if possible visit the nursery in July or August when the roses are in full flower and make his selection.

During my activity as a nurseryman I have produced over 100,000 rose trees, which are flowering in the gardens of my customers in many parts of the British Isles and some even in the garden of a customer in West Africa. I have not made a fortune as a nurseryman. What is far more important to me is that I have a job which gives me infinite happiness.





**REFLECTIONS** by J. D. Samson (*Nobel Division*)

